



# Department of Defense DIRECTIVE

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Incorporating Change 1, November 16, 1994

ASD(MRA&L)

SUBJECT: Civilian Career Management

- References: (a) DoD Directive 1430.2, "Assignment of Responsibilities for Civilian Career Programs," May 9, 1966 (hereby canceled)
- (b) DoD Instruction 1430.1, "Civilian Career Development," September 28, 1955 (hereby canceled)
- (c) [DoD 1400.25-M](#), "DoD Civilian Personnel Manual," Chapter 950
- (d) [DoD Instruction 1430.10](#), "Civilian Career Program Publications," June 22, 1981
- (e) [DoD Instruction 1430.11](#), "DoD Civilian Career Knowledge Test Program," June 22, 1981

## 1. REISSUANCE AND PURPOSE

This Directive reissues reference (a), and establishes policies and responsibilities for the development and operation of civilian career programs in the Department of Defense.

## 2. APPLICABILITY

The provisions of this Directive apply to the Office of the Secretary of Defense, the Military Departments, the Defense Agencies, and the Uniformed Services University of Health Sciences (herein referred to as "DoD Components").

### 3. POLICY

3.1. It is the policy of the Department of Defense to promote career planning and development for civilian personnel to:

3.1.1. Ensure a steady flow of capable, fully qualified, and trained personnel to fill positions at all levels.

3.1.2. Recruit capable employees interested in long-term career opportunities and development.

3.1.3. Retain competent civilian employees and reduce turnover by providing them with opportunities for advancement commensurate with their abilities.

3.2. Civilian career programs shall be developed for occupational specialties employed by such functional areas as procurement, supply, finance, research and development, and other appropriate groupings, and shall include, for each occupational specialty or other appropriate grouping, the program elements contained in DoD 1400.25-M, "Civilian Personnel Manual," Chapter 950 (reference (c)), and the following elements:

3.2.1. Clear lines of progression to successively more responsible positions.

3.2.2. A coordinated training and development program for the occupational specialty, using in-service and non-Federal facilities to improve present performance and prepare employees for higher responsibilities. Such a program shall include a specific plan for the use of leading management training courses available in-house and at facilities outside the Department of Defense.

3.2.3. Provision for a minimum annual intake of carefully selected career personnel with potential for progression to responsible technical, professional, and managerial positions. A minimum annual intake in each occupational specialty is essential to ensure a continued flow of persons capable of benefiting from long-term career development programs.

3.2.4. Planned work assignments designed to develop managerial and technical competence. Programs of cross-training between installations and DoD Components shall be fostered through rotational assignments and exchanges of personnel for specified periods. Exchange of personnel with other Government Agencies shall be encouraged.

3.2.5. Procedures for referral of suitable personnel for career development opportunities on an installation or activity, command, DoD Component, and DoD-wide basis.

3.2.6. Procedures for counseling employees and appraising employee potential.

#### 4. RESPONSIBILITIES

4.1. The Under Secretaries of Defense, the Assistant Secretaries of Defense, General Counsel, Department of Defense, and the Assistants to the Secretary of Defense (referred to as OSD Principal Staff Assistants) shall:

4.1.1. Promote the establishment of and develop civilian career programs for those career fields within their respective areas of responsibility, when such programs are necessary to further the most efficient use of human resources.

4.1.2. Recommend to the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) any career fields within their respective areas of responsibility that require the establishment of a DoD-wide civilian career program.

4.1.3. Assist the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) in career program development and implementation by providing top management functional leadership.

4.1.4. Ensure the effectiveness of DoD-wide civilian career programs that are operational for career fields within their areas of responsibility.

4.2. The Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) (ASD(MRA&L)) shall:

4.2.1. Provide overall guidance and policy direction for civilian career programs of the Department of Defense.

4.2.2. Coordinate development and evaluate the effectiveness of civilian career programs in the Department of Defense.

4.2.3. Establish, in coordination with the appropriate OSD Principal Staff Assistants, DoD-wide civilian career programs in appropriate career fields.

4.2.4. Assign responsibility for developing particular DoD-wide civilian career programs or portions thereof to individual DoD Components.

4.2.5. Provide staff guidance to the OSD Principal Staff Assistants in connection with their responsibilities for DoD-wide civilian career programs.

4.2.6. Issue such manuals, forms, and other publications as may be required for general policies, requirements, and procedures applicable to the development and operation of DoD-wide civilian career programs (DoD Instructions 1430.10 and 1430.11 (references (d) and (e))).

4.2.7. Provide for automating the central inventory and referral systems and the operation of such systems.

4.2.8. Designate an executive agent or agents for a particular phase or phases of any DoD-wide civilian career program.

4.3. The Heads of DoD Components shall:

4.3.1. Coordinate overall civilian career planning within their respective DoD Component, including the development (within the policies and standards established by the ASD(MRA&L)) of programs not covered by DoD-wide programs, and evaluate the implementation of civilian career programs through on-site inspections and other appropriate means.

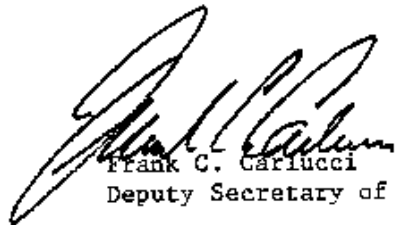
4.3.2. Designate a key official to assist the OSD Principal Staff Assistants and the ASD(MRA&L) in planning and evaluating DoD-wide civilian career programs, and provide DoD Component-level top management leadership and coordination.

4.3.3. Implement DoD-wide civilian career programs within their respective DoD Component.

4.3.4. Ensure that line management fulfills its basic responsibility of meeting career management needs.

5. EFFECTIVE DATE

This Directive is effective *immediately*.



Frank C. Cariucci  
Deputy Secretary of Defense